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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Plans and Policies Staff  
Office of Training

DATE: 9 June 1953

FROM : Training Liaison Officer, Office of the Comptroller

SUBJECT: Training Requirements

1. At a meeting of training officers held on 20 May 1953, there was some discussion concerning the establishment of a series of short courses to be given, in all or part, during off duty hours in order that they may be attended by Agency personnel who could not be spared from duty for attendance at full time long term courses. Those present at the meeting were invited to advise you concerning any ideas, suggestions, or recommendations they had concerning this subject.

2. It is recommended that consideration be given to the establishment of the following types of short courses:

a. Courses aimed at specific weaknesses which are general throughout the Agency, such as a course in:

"Effective Staff Work and Supervisory Techniques"  
(Attached is a draft of certain basic material which might be covered in such a course.)

b. A series of short courses covering the same general subjects given in the Basic Intelligence Course. Such short courses would be designed to supplement, and not replace, existing full time courses. Persons who have been in the Agency for a number of years and who could not be spared from their jobs to take a full time course, or who by virtue of their Agency experience do not need the full time course, could avail themselves of the opportunity of rounding out their training through attendance at one or more of the short courses.

c. A series of seminars or lectures on subjects in which there is a wide interest and a need for basic understanding. Such as: "The Nature of the Communist Menace," "Intelligence and Its Relationship to National Security," "Intelligence Work as a Career," etc.

3. It is suggested that in order to insure the selection of courses in which there is a wide interest that a list of short courses which might be given be compiled, checked with Training Liaison Officers, and circularized to appropriate groups of employees with the request that they indicate those which they would voluntarily attend on their own time.

4. We would be pleased to discuss the above suggestions with you further if you so desire.

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The following is a list of suggested topics on the subject of Supervisory Techniques. The list is not intended to be all inclusive but may be of value in planning a course on this subject:

- a. The staff work concept.
- b. Improvement of staff studies, dispatches and reports.
- c. Improving relationships with field personnel -- supervision by correspondence.
- d. Use of a supervisory reader file as a supervisory technique.
- e. Characteristics of a good supervisor.
- f. Delegating authority.
- g. Planning of work
  - (1) by the employee
  - (2) by the supervisor
  - (3) special assignments
  - (4) routine assignments
- h. Evaluating the efficiency of a unit.
- i. Recognition of employee capabilities.
- j. Making maximum use of the capabilities of the individual employee.
- k. Orientation of the new employee.
- l. On-the-job training techniques -- common faults
- m. Rules to be followed in reprimanding an employee.
- n. Supervising the temperamental employee.
- o. Agency personnel programs and policies.